Human Resources and Employment

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2000 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at February 1, 2000 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Clint Dunford, *Minister of Human Resources and Employment*
February 1, 2000

101-07339/

VISION

Alberta's people, communities and workplaces are safe, healthy, responsible and productive.

MISSION STATEMENT

Human Resources and Employment contributes to the Alberta Advantage by working with partners to:

- Assist Albertans to reach their full potential in society and the economy
- Foster safe, fair, productive, and innovative workplaces
- Support those in need

VALUES

We are committed to:

- High standards and ethics
- Quality, client-focused services
- Valuing our staff
- Achieving excellence in everything we do
- Being proactive and accountable for actions and results
- Providing appropriate leadership

Our services are:

- Focused on serving people
- Accessible, responsive, relevant, affordable and effective
- Respectful of all individuals and cultures, communities and partners

CORE BUSINESSES

1. Supporting Albertans in achieving and maintaining economic independence
2. Supporting Alberta's workers and employers in creating productive workplaces
3. Supporting Albertans in need

GENERAL STRATEGIES

Human Resources and Employment's goals support Alberta's people and prosperity. The Department's legislative, policy and service framework is based on strategies that focus on partnerships and accountability. For the period 2000 - 2003 the Department will:

In Programs and Services

- Maintain Alberta's advantage through the continued development of a skilled, competitive workforce.
- Support economic development by fostering safe, fair, productive and innovative workplaces.

- Provide financial support to those in need, while helping people move toward independence.
- Provide career, labour market and workplace information to individuals and stakeholders.
- Partner with external stakeholders, other Ministries, governments and other organizations on departmental priorities.
- Work collaboratively with other Ministries to successfully implement key, government-wide initiatives.

In Our Operations

- Support innovative practices and approaches and continuous program improvements.
- Demonstrate best practices in human resource management within the Department.
- Enhance information technology, management information systems, and accountability frameworks to meet our clients' needs.
- Continue to identify and implement opportunities to increase our capacity and effectiveness by sharing services and resources with other partners.

PERFORMANCE MEASURES AND STRATEGIES

Many important societal measures are outside the control of any single Ministry. One of the most important measures in Human Resources and Employment is the Provincial Employment rate. In both 1997/98 and 1998/99, Alberta's rate was the best in Canada. Our target is to continue to rank among the two best in Canada during the coming three years. Other societal measures of importance to the Ministry can be found in the Government Business Plan.

CORE BUSINESS 1: SUPPORTING ALBERTANS IN ACHIEVING AND MAINTAINING ECONOMIC INDEPENDENCE

GOAL A: ALBERTANS REACH THEIR FULL POTENTIAL IN THE WORKFORCE

Human Resources and Employment provides a wide range of career and labour market information, programs and services that help people find and maintain employment.

A.1 Key performance measure: percentage of participants employed post-intervention

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
71%	70%	70%	70%	70%

A.2 Key performance measure: percentage of clients satisfied with career and labour market information, programs and services

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
Customer Satisfaction with Employment/Training programs and job placement - 91%	Overall Client satisfaction 85%	Overall client satisfaction 85%	Overall client satisfaction 85%	Overall client satisfaction 85%

STRATEGIES

- Improve case management practices for clients provided financial assistance to pursue training.
- Lead changes to remove inter-provincial barriers to enhance mobility of workers as committed to in the *Labour Mobility Chapter of the Agreement on Internal Trade.*
- Implement the *Alberta Youth Employment Strategy* to assist young people to make a successful transition to employment.
- Work with Alberta Health and Wellness, the Alberta Alcohol and Drug Abuse Commission, Alberta Learning and the Premier's Council on the Status of Persons with Disabilities on providing employment supports for Albertans with disabilities, incorporating the requirements outlined in the *Canada/Alberta Employability Assistance for Persons with Disabilities (EAPD) Cost Sharing Agreement.*
- Undertake a review to improve the array of programs and services that help people find and maintain employment, including disadvantaged groups.
- Work with Aboriginal stakeholders to identify strategies and targets to improve their participation rates in the workforce in response to the *Aboriginal Policy Framework.*
- Rationalize program delivery and ensure effective and affordable client service through a network of co-located offices with other partners.
- Work with communities and industries to realign and develop programs to sustain long term employment.

GOAL B: A SKILLED, COMPETITIVE ALBERTA WORKFORCE

Human Resources and Employment has a key role to play in realizing the Government of Alberta's overall goals of strengthening the province's human resources.

B.1 Key performance measure: percentage of participants whose training helped to prepare them for current or future employment

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
85.4%	85%	85%	85%	85%

B.2 Key performance measure: percentage of participants in training who obtained an improved education or skill level

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
80.2%	80%	80%	80%	80%

STRATEGIES

- Implement the *People and Prosperity* initiative in partnership with other Ministries. In partnership with Alberta Learning, expand the Alberta Learning Information Service (ALIS), a website providing information and services for all Albertans seeking learning, career or employment opportunities.
- Work with individuals to support effective career planning and decision making.
- Partner with business, industry and communities to: share information about the knowledge and skills that will be required in the workplace, develop training strategies, and address other human resource issues in particular industries or locations.

- Strengthen the Department's strategic alliance with federal programs and other Ministries to deliver an effective range of employment and training programs.

CORE BUSINESS 2: SUPPORTING ALBERTA'S WORKERS AND EMPLOYERS IN CREATING PRODUCTIVE WORKPLACES

GOAL C: SAFE AND HEALTHY WORKPLACES

Human Resources and Employment provides a legislative framework that supports safe and healthy workplaces. The Department is a resource for external organizations to develop their own standards and codes of practice to identify and control hazards; promotes voluntary health and safety management programs; and monitors compliance and maintains an enforcement role for regulatory standards.

C.1 Key performance measure: provincially, year-to-year improvements in lost time claim rate for Certificate of Recognition (COR) holders; compared to year-to-year improvement for non-COR holders

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
decrease of 4.9%	Reduction for COR holders will be greater than for non-COR holders	Reduction for COR holders will be greater than for non-COR holders	Reduction for COR holders will be greater than for non-COR holders	Reduction for COR holders will be greater than for non-COR holders

C.2 Key performance measure: lost time claim rates for targeted employers, compared to their baseline rates

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
decrease of 9.8%	Will be a decrease each year	Will be a decrease each year	Will be a decrease each year	Will be a decrease each year

STRATEGIES

- Promote the development of effective worksite health and safety systems through the "Partnership in Health and Safety" Program.
- Conduct a comprehensive review of regulations under the *Occupational Health and Safety Act.*
- Target poor health and safety performers and uncontrolled hazards.

GOAL D: FAIR AND BALANCED LABOUR RELATIONS

Human Resources and Employment supports workplace competitiveness, productivity and innovations by providing clients with workplace information, relationship building and issue resolution services; impartial third party mediation and arbitration appointment services; and by monitoring the effectiveness of, and providing strategic advice regarding, Alberta's labour relations framework.

D.1 Key performance measure: percentage of all collective bargaining negotiations which avert a work stoppage (strike or lockout)

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
98.3%	99%	99%	99%	99%

D.2 Key performance measure: percentage of mediation appointments which avoid work stoppages

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
Historical data not available	90%	90%	90%	90%

STRATEGIES

- Build partnerships with, and among, stakeholders to foster collaborative industry and workplace relationships.
- Promote alternative dispute resolution approaches through consultation, relationship building, and interest-based processes to enable labour and management to resolve issues without the need for third party intervention.
- Promote human resource management innovations and best practices that increase the productivity and competitiveness of workplaces.

GOAL E: EFFECTIVE EMPLOYMENT STANDARDS AND PRACTICES

Human Resources and Employment develops and implements employment standards that are impartial, consistently applied, client-focused and meet the needs of the workplace. The Department educates industry groups, employees and employers about Employment Standards rights and responsibilities, monitors compliance and maintains an enforcement role for regulatory standards.

E.1 - 3 Key performance measures:

Key Performance Measures	2000-03 Target	Results
E.1 Provincial ranking of complaints registered for investigation as a percentage of Alberta's eligible workforce.	Ranked among the 3 best in Canada	No historical data is available
E.2 Reduction in the number of registered complaints in targeted businesses.	80% reduction	No historical data is available
E.3 Provincial ranking in satisfying post-judgement collection of unpaid employee earnings.	Ranked #1 in Canada	No historical data is available

STRATEGIES

- Complete a review concerning the effectiveness of Employment Standards legislation and regulations.
- Target industries with poor Employment Standards compliance performance and implement strategies to improve compliance.
- Increase the use of counselling and mediation to resolve complaints.
- Improve caseload management practice to facilitate timely resolution of registered employment standards claims.

CORE BUSINESS 3: SUPPORTING ALBERTANS IN NEED.

GOAL F: ALBERTANS IN NEED OF FINANCIAL SUPPORT ARE ASSISTED

Human Resources and Employment supports this goal by providing a broad range of programs and services to assist Albertans with specific needs. These include financial support programs such as Supports for Independence, Assured Income for the Severely Handicapped (AISH), Widows' Pension, and the Alberta Child Health Benefit.

F.1 - 4 Key performance measures:

Key Performance Measures	1998/99 Actual	1999/2000 Budget	2000/01 Projected	2001/02 Projected	2002/03 Projected
F.1 Supports for Independence (SFI) caseload (monthly average caseload)	32,538	33,000	31,400	31,160	30,620
• *SFI provides temporary financial assistance to eligible Albertans. Success is measured by caseload reductions because this indicates that clients have returned to the workforce or are receiving more appropriate kinds of assistance. Success in moving clients to employment will reduce intergenerational dependency on public support. (Achievement of Goal A will also support the achievement of Goal F.)*					
F.2 Assured Income for the Severely Handicapped (AISH) caseload (monthly average caseload)	23,093	24,600	26,000	26,760	26,980
• *AISH serves people with severe disabilities. This caseload is expected to increase as the population increases and ages. Success here entails accurately projecting the trends, and making the program accessible to those who need it.*					
F.3 Widows' Pension caseload (monthly average caseload)	2,603	2,800	2,530	2,530	2,530
• *Projections for the Widows' Pension will be recalculated once the program review is completed.*					
F.4 Alberta Child Health Benefit caseload (fiscal year end)	31,059	55,600	83,400	111,200	111,200
• *Success in this voluntary program will be measured by an increase in enrollment, to a minimum of 80% of the estimated number of eligible children by 2001/02. The Child Benefit promotes child health and helps to make employment a viable alternative to SFI.*					

STRATEGIES

- Support the development and implementation of the National Child Benefit by creating or enhancing supports for low-income families.
- Implement changes to the AISH program.
- Review the Widows' Pension Program.
- Develop a long-term strategy to address the homelessness issues in conjunction with other provincial Ministries, municipal governments, local authorities, community groups and businesses.

GOAL G: ALBERTA'S ADULTS WHO ARE UNABLE TO MAKE PERSONAL CARE DECISIONS INDEPENDENTLY RECEIVE APPROPRIATE SUPPORTS AND SAFEGUARDS

Human Resources and Employment assures appropriate surrogate decision-making mechanisms, supports and safeguards are available to assist adult Albertans who are unable to make personal care decisions independently, through the Office of the Public Guardian.

G.1 Key performance measure: percentage of dependent adults and/or their guardians/ families satisfied with the supports and services provided

1998/99 (actual)	1999/2000 (target)	2000/01 (target)	2001/02 (target)	2002/03 (target)
Historical data not available	95%	95%	95%	95%

G.2 Key performance measure: number of dependent adult cases

	1998/99 Actual	1999/2000* Forecast	2000/01 Projected	2001/02 Projected	2002/03 Projected
Public Guardian	2,149	2,174	2,199	2,224	2,249
Private Guardian	10,024	10,242	10,466	10,694	10,927

* Actual not available until the end of the 99/2000 fiscal year

STRATEGIES

- Work with other Ministries to simplify administrative processes under the *Dependent Adults Act*.
- Simplify the administration of the *Personal Directives Act* and of the *Mental Health Act* amendment assigning the Public Guardian the role of a decision-maker of last resort.
- Continue to ensure the best possible individual represents the needs of the dependent adult by encouraging private guardians to assume responsibility whenever possible.

GOAL H: HUMAN RESOURCES AND EMPLOYMENT WILL ACTIVELY PARTICIPATE IN AND ADD VALUE TO KEY CROSS-GOVERNMENT INITIATIVES

Human Resources and Employment focuses on people and the workplace, and plays a crucial role in advancing both the social and economic well being of Albertans. Its active participation in several cross-government initiatives is vital to their success.

H.1 Key performance measure: results of key initiatives and partners' perception of the Department's contribution

2000/01 Government Priorities	Additional HRE/Cross Government Initiatives
• Alberta Corporate Services Centre	• People and Prosperity
• Corporate Human Resource Development Strategy	• Knowledge and Innovation
• Economic Development Strategy	• Alberta Children's Services Initiatives
• Aboriginal Policy Initiative	• Homeless Policy Framework

STRATEGIES:

- Provide the leadership, input and resources necessary to develop, implement and support cross-government initiatives.
- Ensure staff who are assigned to each initiative have the required expertise and authority, and remain actively involved.
- Provide opportunities and vehicles for the Department's external stakeholders to provide input into initiatives.

Ministry Income Statement

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
REVENUE						
Transfers from Government of Canada	361,478	435,240	381,843	385,304	384,366	377,082
Investment Income	4	1	1	1	1	1
Premiums, Fees and Licences	401	278	265	270	270	270
Other	15,029	12,140	13,630	13,630	13,630	13,630
MINISTRY REVENUE	376,912	447,659	395,739	399,205	398,267	390,983
EXPENSE						
Program						
Ministry Support Services	25,437	19,676	24,649	23,032	23,772	24,206
Income Support to Individuals and Families	624,340	672,172	645,223	696,193	709,570	712,182
Training and Employment Support	225,730	268,072	274,416	281,298	289,125	291,762
Workplace Services	12,509	13,853	13,657	14,897	15,183	15,405
Labour Relations Adjudication	2,072	1,800	2,200	2,003	2,036	2,135
Personnel Administration Office	7,428	7,542	24,142	7,773	7,947	8,056
Supports to Dependent Adults	4,620	5,000	5,161	5,106	5,168	5,222
Valuation Adjustments	441	1,140	1,140	671	658	658
MINISTRY EXPENSE	902,577	989,255	990,588	1,030,973	1,053,459	1,059,626
Gain (Loss) on Disposal of Capital Assets	(1,940)	-	-	-	-	-
NET OPERATING RESULT	(527,605)	(541,596)	(594,849)	(631,768)	(655,192)	(668,643)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
Ministry Revenue	376,912	447,659	395,739	399,205	398,267	390,983
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	376,912	447,659	395,739	399,205	398,267	390,983
Ministry Program Expense	902,577	989,255	990,588	1,030,973	1,053,459	1,059,626
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**902,577**	**989,255**	**990,588**	**1,030,973**	**1,053,459**	**1,059,626**
Gain (Loss) on Disposal of Capital Assets	(1,940)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(527,605)	(541,596)	(594,849)	(631,768)	(655,192)	(668,643)

PERSONNEL ADMINISTRATION OFFICE
2000-03 BUSINESS PLAN

GOVERNMENT'S PREFERRED FUTURE OF THE ALBERTA PUBLIC SERVICE

The Alberta Public Service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

VISION

P.A.O. ... Building a strong public service.

MISSION

Our mission is to develop corporate human resource strategies, policy frameworks and strategic support services that enable departments to fulfil their business plans and achieve government's preferred future of the Alberta Public Service. Our mission supports all three of government's core businesses of people, prosperity and preservation.

CORE BUSINESSES AND GOALS

CORE BUSINESSES	GOALS
Our core businesses are: • to develop corporate human resource strategies and policy frameworks for benefits; classification and compensation; labour relations; occupational health and safety; workforce development and performance management; and staffing and workforce adjustment; and • to provide executive recruitment; collective bargaining; an employee assistance program; and leadership in human resource information management.	**Strategic Leadership** Provide strategic leadership to departments in addressing cross-department human resource needs and issues. **Alignment/Commitment** Provide human resource strategies, policy frameworks and consulting services that assist departments in compensating, rewarding and recognizing employees. **Well-being** Provide human resource strategies, policy frameworks and consulting services that assist departments in providing a safe work environment and supporting the well-being of employees. **Competence/Versatility** Provide human resource strategies, policy frameworks and consulting services that assist departments in attracting, selecting and developing employees to meet current and future needs.

GOAL: STRATEGIC LEADERSHIP

- provide strategic leadership to departments in addressing cross-department human resource needs and issues

OBJECTIVE	BUSINESS PLAN STRATEGIES
Greater integration and effectiveness of corporate and departmental efforts in addressing priority human resource issues	1. Maintain the integrity of the overall human resource system in government by ensuring effective corporate/ministry interface in managing and measuring human resource outcomes. 2. *Work with departments to develop the 2001-2004 corporate human resource plan and ensure its implementation through the development of complementary departmental plans and re-aligned human resources delivery. Ensure the plan supports the People and Prosperity initiative. 3. Coordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs.
Increased ability for departments to meet their human resource needs	4. Facilitate the adoption of human resource best practices across the public service, including the use of technology to enhance human resource processes. 5. Provide expert consulting to departments on core business areas.
All directives and regulations are current and relevant	6. Maintain an ongoing review of human resource directives and regulations in keeping with the intent of regulatory reform.

GOAL: ALIGNMENT/COMMITMENT

- provide human resource strategies, policy frameworks and consulting services that assist departments in compensating, rewarding and recognizing employees for their contributions to business plan goals

OBJECTIVE	BUSINESS PLAN STRATEGIES
Establish a closer link between performance and rewards/recognition	7. Assist departments in linking employee performance to government performance through effective use of the performance management system. 8. *Identify and promote performance-based rewards options for opted-out and excluded employees, and for bargaining unit employees subject to negotiations. 9. *Coordinate the Premier's Award of Excellence selection process and awards ceremony.
Review and respond to total compensation issues to ensure they meet current realities and needs	10. Review and update the non-management classification plan to address identified needs, using a phased-in approach. 11. Conduct collective bargaining.

GOAL: WELL-BEING

- provide human resource strategies, policy frameworks and consulting services that assist departments in providing a safe work environmen and supporting the well- being of employees

OBJECTIVE	BUSINESS PLAN STRATEGIES
Assist employees in managing their own well-being	12. *Deliver an employee assistance program for public service employees. 13. *Develop and implement a strategy that promotes wellness in the Alberta Public Service.
Reduce accident/injury and illness/LTD rates	14. *Advance the Partnerships in Safety program in high and medium risk departments. 15. Implement Partnerships Program Quality Assurance Management System. 16. *Expand the Employee Support and Recovery Assistance program to include other disability management initiatives that improve organizational health and wellness.

* Initiatives that support Growth Summit recommendations.

GOAL: COMPETENCE/VERSATILITY

- provide human resource strategies, policy frameworks and consulting services that assist departments in attracting, selecting, retaining, and developing employees to meet current and future needs.

OBJECTIVE	BUSINESS PLAN STRATEGIES
Ensure departments are positioned to respond to emerging human resource needs	17. *Work with departments to develop and implement leadership development and continuity strategies. 18. Work with departments to review and ensure effectiveness of the staffing process.
Increase the number of skilled people interested in employment with the Alberta Public Service	19. *Continue initiatives to market the APS as an attractive employer, provide work experience opportunities for youth and attract skilled workers to the APS. 20. Provide a corporate search program targeted at attracting and recruiting to executive and senior official levels; assist departments in facilitating internal and external executive mobility; and provide search consulting for senior positions with significant agencies, boards and commissions.

* Initiatives that support Growth Summit recommendations.

PERFORMANCE INDICATORS

GOALS	PERFORMANCE INDICATORS	SOURCE	1997/98 BASELINE	1998/99 RESULTS	2000/01 TARGET
Overall Indicators	Client satisfaction with human resource strategies and policy frameworks	Client satisfaction survey	58%	81%	Maintain at 80% or higher
	Client satisfaction with working relationships with PAO	Client satisfaction survey	89%	95%	Maintain at 90% or higher
Strategic Leadership	Results achieved in the Corporate HR Plan	Corporate HR Plan Measures	N/A	Met or exceeded all targets	Within 5% of all targets
	Number of human resource directives and regulations	Database	5 regulations 106 directives	4 regulations 108 directives	Maintain or reduce
Alignment/ Commitment	% of employees who understand how their work contributes to their department's business plan	Core measures survey	77%	77%	80%
Well-being	Promote employee safety and well-being: • Time lost due to accidents/injuries • Time lost due to general illness • LTD incidence rate • Costs of WCB • Costs of general illness	Database	52.32 days per 100 person years avg. 4.5 days/ employee 15.8 new claims/ 1000 employees $5,236,000 $10,900,000	63.71 days per 100 person years avg. 3.5 days/ employee 14.0 new claims/ 1000 employees $4,309,000 $9,758,000	Maintain or reduce
Competence/ Versatility	% of managers who report their employees have skills to meet current and future needs	Core measures survey	N/A	93% (current) 82% (future)	90% 80% or higher

ALBERTA LABOUR RELATIONS BOARD
2000-03 BUSINESS PLAN

INTRODUCTION

The Labour Relations Board oversees four labour relations statutes:

- The Labour Relations Code;
- The Public Service Employee Relations Act;
- The Police Officers Collective Bargaining Act; and
- The Management Exclusion Act.

VISION STATEMENT

A fair and equitable labour relations climate in Alberta.

MISSION STATEMENT

The mission of the Alberta Labour Relations Board is to support and advance the principles of Alberta's labour relations laws by:

1. educating the labour relations community and the public of their statutory rights and obligations;
2. developing policies and processes that will assist the parties to prevent disputes or resolve their differences over these rights and obligations without resort to litigation; and
3. providing timely, appropriate, impartial resolution of those differences.

CORE ACTIVITIES

The Board's core activities arise from the responsibilities placed on it by the labour relations legislation it oversees. These activities are:

- the investigation, processing, and determination of applications made to the Board by parties in Alberta's collective bargaining regime;
- the formal adjudication of issues arising out of the application/complaint process;
- the informal mediation of differences in attempts to limit the need for formal adjudication and help build mutually beneficial relationships between parties;
- the education of Alberta's labour community in the interpretation of Alberta's labour relations legislation and the Board's rules, policies and procedures; and
- the development of formal and informal consultative processes with the province's labour relations community to ensure that Board policies and procedures are sensitive to the current realities in the community.

GOALS AND STRATEGIES

GOAL 1 TO PROVIDE TIMELY, EFFECTIVE AND EFFICIENT SERVICES TO THE ALBERTA LABOUR RELATIONS COMMUNITY

It is important from a labour relations perspective that all matters brought before the Board be dealt with as quickly as possible to ensure these situations don't grow into larger, more complicated issues.

Strategies:

a. Provide communications that are clear, timely and precise to ensure the parties understand the procedures and the issues involved.

b. Investigate applications in a timely and accurate manner to ensure early resolution of differences.

c. Ensure that all Board publications and communications are current and readily available to Alberta's labour relations community (Information Bulletins, Guide to Alberta Labour Relations Laws, Board Decisions, annual reports, forms, web-site, and other materials.)

d. Review the Board's policies, procedures and systems regularly to ensure that they reflect the needs of Alberta's labour relations community.

Performance Measure:

The percentage of applications that are completed within the following guidelines: certification applications to be completed within 30 calendar days; revocation applications to be completed within 30 calendar days; modification of bargaining relationships applications to be completed within 200 calendar days; and proposal vote applications to be completed within 15 calendar days. These percentages will provide an indication of the timeliness of the Board's services.

Indicator/Goals: the percentage of applications that are completed within the above guidelines

Application Type	2000-01	2001-02	2002-03
Certification	75%	80%	85%
Revocations	70%	72%	75%
BR Modification	70%	75%	80%
Proposal Votes	75%	80%	85%

GOAL 2 THE BOARD PROMOTES THE USE OF ALTERNATIVE DISPUTE RESOLUTION METHODS TO RESOLVE ISSUES BEFORE REACHING FORMAL HEARINGS

In many applications before the Board there is an opportunity for officials of the Board, during the process, to help settle disputes before they get to hearing. These types of facilitated settlements help build effective relationships.

Strategies:

a. Ensure that Board officials develop and maintain the proper facilitation skills required to provide an environment where the resolution of issues can take place.

b. Increase the exchange of information between the parties and make them aware of alternative sources of information (e.g. Labour Relations Board web-site).

c. Educate the labour community on, and promote the use of Alternative Dispute Resolution as an effective resolution tool.

Performance Measure: percentage of applications, with Board involvement, settled before reaching a formal hearing. This provides an indication of the successful use of Alternative Dispute Resolution methods

Indicator/Goal	2000-01	2001-02	2002-03
Percentage of applications settled through Board official involvement*	31%	32%	33%

* Certifications are not included as they are mandated to go to hearing if applicant demonstrates sufficient statutory requirements.

GOAL 3 DECISIONS MUST BE CLEAR AND TIMELY SO THE PARTIES CAN QUICKLY IMPLEMENT THE RESOLUTION

Strategies:

a. Minimize the length of time that parties await decisions

Performance Measure: percentage of decisions rendered within 90 calendar days of completion of hearing

Indicator/Goal	2000-01	2001-02	2002-03
Percentage of decisions rendered within 90 calendar days of completion of hearing	85%	90%	95%